

Solicitation Number: SCC060001-A1

Statewide Research and Survey Services

Category 3.2.4. Planning for Organizations/municipalities/local governments

Solicitation Due Date:
September 30, 2005

Submitted to:
Strategic Contracting Centers
100 N. 15th Ave., Suite 104
Phoenix, Arizona 85007



Submitted by:
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Experience and Expertise—3.2.4. Planning for Organizations/municipalities/local governments

Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is well-suited to the variety of services requested in the solicitation . For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:

- 1 President/Evaluator, MSSW
- 1 Executive Director/Evaluator, PhD
- 5 Evaluation Associates, Master's Degrees and PhDs
- 3 Evaluation Specialists, BA
- 1 Computer Systems Manager, BS
- 1 Business/Operations Manager
- 3 Data Entry Specialists
- 7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We

have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

Experience and expertise in Planning for Organizations

LeCroy & Milligan Associates (LMA) has a broad background in health and social service program planning and evaluation. We have conducted different aspects of planning with the Arizona Departments of Economic Security, Arizona Department of Health Services, the Administrative Office of the Courts, the Governor's Office, the Department of Education, Pima County Health Department and other county and local organizations.

Collectively our staff possess expertise in a wide range of content areas, including adolescent risk behaviors, child welfare, child abuse and neglect, domestic violence, family support and preservation, maternal health, healthcare systems for homeless youth, children with special health care needs, early childhood education, secondary education, drop-out prevention, adult and juvenile justice and delinquency, and substance abuse. Because we have worked with local, state and federal projects, we have a broad exposure to the human services delivery systems, and have completed literature reviews about best practices in service delivery. LeCroy & Milligan Associates staff put significant effort into consultation for program planning, program improvement and service delivery in our evaluation and research projects. Our approach is driven by our mission, which is to provide the highest quality research, evaluation and technical assistance information to improve services for people in Arizona.

A selection of projects that included planning at the organizational, municipal and government levels are highlighted below.

Juvenile/and Family Drug Court and Diversion program evaluation (Governor's Office of Substance Abuse Policy)— (2001-2004) LeCroy & Milligan Associates completed a four-year evaluation in 2004, of three juvenile drug courts and two family drug courts being implemented in Cochise, Pima, Pinal, and Yavapai counties. The evaluation included studies of program implementation and processes that addressed several key components of drug courts including: interagency cooperation, acceptance of the programs within the courts and probation departments, client referral and flow through the programs, availability and provision of appropriate resources (e.g., treatment services), data collection capabilities, and fidelity to best practice policies. In terms of unique challenges, specialized courts often have more fluid procedures, may be interested in different outcomes than other courts (e.g., drug courts are primarily interested in reducing drug related recidivism), and may have different timelines for resolution than other courts. While these are challenges, they can be accommodated through a thorough understanding of those differences gained from a systematic process evaluation as a precursor to the outcome studies. Over the three years we met with Drug Court Judges and

treatment staff to define and implement program improvements that was data driven. **Key Staff:** Pat Canterbury, Craig LeCroy, Olga Valenzuela

A recent project completed by LeCroy & Milligan Associates utilized many methods to analyze the healthcare delivery system for children with special health care needs in Nevada. In our **Statewide Needs Assessment of Children with Special Health Care Needs (CSHCN)** for the state of Nevada (2004), LMA conducted the assessment using multiple methods, including:

- *surveys of Nevada's medical providers* to provide information on their perception of CSHCN and their families
- *surveys and focus groups with parents* regarding their perceptions about availability/accessibility of services, most valued resources, barriers to services, and suggestions for improvement in services
- *key informant interviews, document reviews, and internet searches to develop inventories of all currently available government agency resources* for CSHCN throughout the State among state, county, and municipal service providers (including financial assistance programs, developmental services, direct services, and educational services)
- *inventories of private and nonprofit community resources, activities, and services, all mental health providers, all advocacy groups* available in each geographic area of the State by county
- *an inventory of service gaps*, including transportation in each geographic area
- *surveys (web-based, paper, and phone) of provider availability* in each geographic area (general medical, medical specialty, and physical/speech/occupational therapists) by county
- *socioeconomic breakdown of CSHCN* and their families and a quantitative description charting and/or graphing their geographical location within the state (using secondary source data).

This data was compiled, analyzed and formatted to provide a comprehensive report of needs and assets in the state of Nevada. Our activities included gathering data about governmental agency resources through a combination of Nevada state agency resource lists, Internet searches, phone surveys and document review. A matrix database of services was created that lists resources by type of agency, targeted clients, region served, type of service, and eligibility/accessibility policies. The comprehensive list includes such resources as regional and neighborhood health centers, children's hospitals, university programs and services, local health departments, school medical services, DSHS Disability Determination, developmental disability services, vocational rehabilitation services, Early Hearing Detection & Intervention, Program for Infants & Toddlers with Disabilities, Nevada Check-Up, Preschool Grants Program for Individuals with Disabilities. This type of information is important to collect and analyze by the geographic areas in order to assess the extent to which commonly cited barriers for CSHCN healthcare, (e.g., inadequate regional availability of hospital care,) exist in Nevada.

At the completion of the study, LMA staff have facilitated several sessions for strategic planning and program planning for health care services among Nevada state agencies, as part of their action plan for the Real Choices Systems Change grant. **Key personnel:** Pat Canterbury, Allison Titcomb, April Hizny

First Focus On Kids Five Star Quality Rating System, United Way of Tucson and Southern Arizona, (2004-2006). LeCroy & Milligan Associates is participating in the development and piloting of an early innovation project to develop a quality rating system for child care centers in southern Arizona. We have provided quality ratings, conducted an evaluation of the system, and facilitated program review and refinement. Information from the early innovation project is being applied to the development of a statewide Quality Rating System through state agencies. **Key Staff:** Allison Titcomb, Allyson LaBrue, Erika Ortega, Kerry Milligan

Healthy Families Arizona (HFAz) (Department of Economic Security (DES) (1998-present)—a 14-year project including process and outcome evaluation of home visitation program in 48 sites across Arizona. Over the years, we have completed a qualitative interview study, an implementation study, a focus group study, a cost effectiveness study, several literature reviews, process and outcome studies, and implemented a statewide quality assurance system. We developed and revised screening instruments, risk assessment instruments, satisfaction surveys, outcome instruments, and quality assurance tools. Throughout the year we meet with the Healthy Families Steering Committee and Excellence Committee to assist in planning for program improvement and program expansion. In addition the HFAz quality assurance and training staff direct efforts to prepare for Healthy Families credentialing every four years, requiring each site to examine compliance with comprehensive standards. The quality of these efforts was a contributing factor to Arizona becoming the first *state system* to be credentialed by Prevent Child Abuse America. **Key personnel:** Craig LeCroy, Judy Krysik, Kerry Milligan, Cindy Jones, Olga Valenzuela, Kate Whitaker, and Pauline Haas-Vaughn.

Pima County Juvenile Probation Evaluation. (2003-2004) A multi-faceted evaluation to examine the overall effectiveness of the probation services offered by the Pima County Juvenile Court that addressed four main components: the impact of case compliance and probationer status on recidivism; a literature review of best practices; a series of surveys assessing the public's perception of court priorities and effectiveness; and an investigation of the usefulness of a single system design approach to *case management* in fostering more supportive relationships between probation officers and offenders. The evaluation included interviews, analysis of extracted JOLTS data, surveys, and case file reviews of 450 juvenile records. **Key personnel:** Craig LeCroy, John Hepburn (subcontractor),

Project Contact: Access to a Pediatric Home for the Homeless Focus Group Study (2002) and the Tucson Planning Council Homeless Youth Survey (2005) are two Pima County needs assessment projects. The projects included focus groups as the main source of data collection to gather needs information from homeless youth. This information has been used by public and private local organizations for planning policies and services for homeless youth.

Key personnel: Hilary Smith, Allyson LaBrue, Craig LeCroy

Arizona Family Group Decision Making (FGDM) program evaluation (DES)—a three year study (2001-2003) of process and outcomes of the FGDM program in all DES districts in Arizona, which included site visits, observations of family group conferences, instrument development for process and outcome data, analysis of CHILDS data to assess dependency outcomes, and yearly reports and presentations. Information from these studies provided

information for policy development at the Department of Economic Security in their efforts to improve child welfare services for children in Arizona.

Key personnel: Allison Titcomb, Cindy Jones, Olga Valenzuela, and Kerry Milligan.

Youth Educating Parents and Parenting for Youth Drug Prevention Programs Technical Assistance Projects; Governor's Division of Substance Abuse Policy. (2002-2004). In each of these projects LMA was contracted to provide on-going consultation and technical assistance in program development and program planning. We worked with a total of 8 grantees across the two projects. Our work involved workshops to increase organizational capacity in doing needs assessments, developing program goals and objectives, evaluation planning, and other tailored topics relevant to each organization. **Key personnel:** Allison Titcomb, Pat Canterbury, April Hinzny

Evaluability Assessment of Drug Prevention Programs for Children (2000-2002), through the Governors Office of Substance Abuse Policy, LeCroy & Milligan Associates completed extensive interviews and technical assistance with 11 grantee programs for the purpose of determining the programs' readiness for evaluation, as a first step in the program evaluation process. During the second year, we worked with each site to develop program improvement plans and feasible evaluation plans. **Key personnel:** Kerry Milligan, other previous staff.

Arizona Promoting Safe and Stable Families (Family Preservation/Family Support) evaluation (DES) (1998- present).

Over the course of this project, we have conducted quarterly "Program evaluation team" meetings with staff from the 16+ providers participating in the evaluation. These meetings vary in their presentation format and content. They are designed to provide evaluation information (i.e., presentation of results), technical assistance in data collection, and capacity building in program development and evaluation. **Key personnel:** Allison Titcomb, Jen Kozik Kerry Milligan.

Arizona Department of Health Services Abstinence Only Program Evaluation--In this 7-year evaluation, we implemented a process and outcome study of the statewide Abstinence Only Education Program. Over the course of the project we worked with the 17 provider agencies and the Department of Health Services in using evaluation results in program planning. Some of the products we used to communicate often very complex data to program providers and funding decision-makers, including:

- Executive Summaries (targeted toward state agency decision-makers),
- "Highlights" fact sheets, individualized site data reports with pie charts, tables and illustrations,
- a PowerPoint presentation on outcome findings,
- a data CD entitled "Mining the Data—comprehensive risk and protective data of Arizona teens" which included an overview of the project, a section on "how to use this data" and survey data organized by population (youth, adult, parent survey data),
- quarterly provider meetings where we would present on a specific aspect of the study and the implications for program development.(e.g., media results, parent surveys, school stakeholder surveys),

- a one-day “Evaluation Institute” for program staff with a workshop on “how to use evaluation findings for program enhancement”. During presentations with program staff, our staff enjoy using humor, games, and participatory methods to increase receptivity to evaluation information.

Key personnel: Kerry Milligan, Pat Canterbury, April Hizny, Judy Krysik (subcontractor)

References

1) **Client Organization/Contact person**

Arizona Department of Health Services
Sara Rumann, Program Manager
(602) 364-1400

Project Description/Project Dates: *Arizona’s Abstinence Only Program evaluation* was a program evaluation of abstinence only education involving 18 sites, 172 schools, 600 locations, surveys of 100,000 participants on sexual risk and protective factors, four annual telephone media surveys, and provider and stakeholder surveys.

Project Dates: 1998-2003, 2004 -present

2) **Client Organization/Contact person**

Pima County Juvenile Probation Department
Karen Godzyk
Phone: (520) 740-2094

Project Description: *Pima County Juvenile Probation evaluation.* A multi-method study which included three large-scale telephone surveys with victims, family members and the general public regarding perceptions of the department’s effectiveness, a comprehensive literature review of juvenile treatment approaches, a single system design study with probation officers, and a recidivism study requiring mining of the JOLTS (juvenile on-line tracking system).

Project Dates: June 2002- June 2003

3) **Client Organization/Contact person**

Arizona Governor’s Division for Substance Abuse Policy
Rudy Navarro
(602) 542-6004

Project Description/Project Dates: LMA has been involved with numerous projects for the Governor’s Division for Substance Abuse Policy. The projects listed below included workshops and technical assistance in needs assessments and sustainability.

- *Youth Educating Parents Technical Assistance:* A project involving two grantees in two counties. The agencies were tasked to design and deliver unique prevention programs that involve youth educating parents about substance abuse. (2002-present)
- *Parenting for Youth Drug Prevention Programs Technical Assistance:* Similar in nature to the previous effort, this project involved six grantees in five counties. (2002-present)
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:* This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs.

Recommendations for future grant development and procurement were made. (2000-2002)

4) Client Organization/Contact person

Nevada Department of Health Services

Debra Wagler, Program Manager Real Choices Systems Change project
Bureau of Family Health Services
3427 Goni Road, Suite 108
Carson City, NV 89706
Phone: 775- 684-3479

Project Description

Nevada Needs Assessment of Children with Special Health Care Needs. A statewide needs assessment regarding availability and accessibility of community based services for children and their families.

Project Dates: August 2004-June 2005

2) Client Organization/Contact person

United Way of Tucson and Southern Arizona
Dan Duncan, Vice President, or LaVonne Douville, FFK Impact Director
Phone: (520) 903-9000

Project Description: *Consultation with United Way Impact Councils.* LMA staff work as contracted consultants to three Impact Councils to provide technical assistance in needs assessments, grant development, strategic planning, and evaluation.

Project Dates: 11/03- present

Resumes of key personnel

Resumes of the following key LeCroy & Milligan Associates staff are attached.

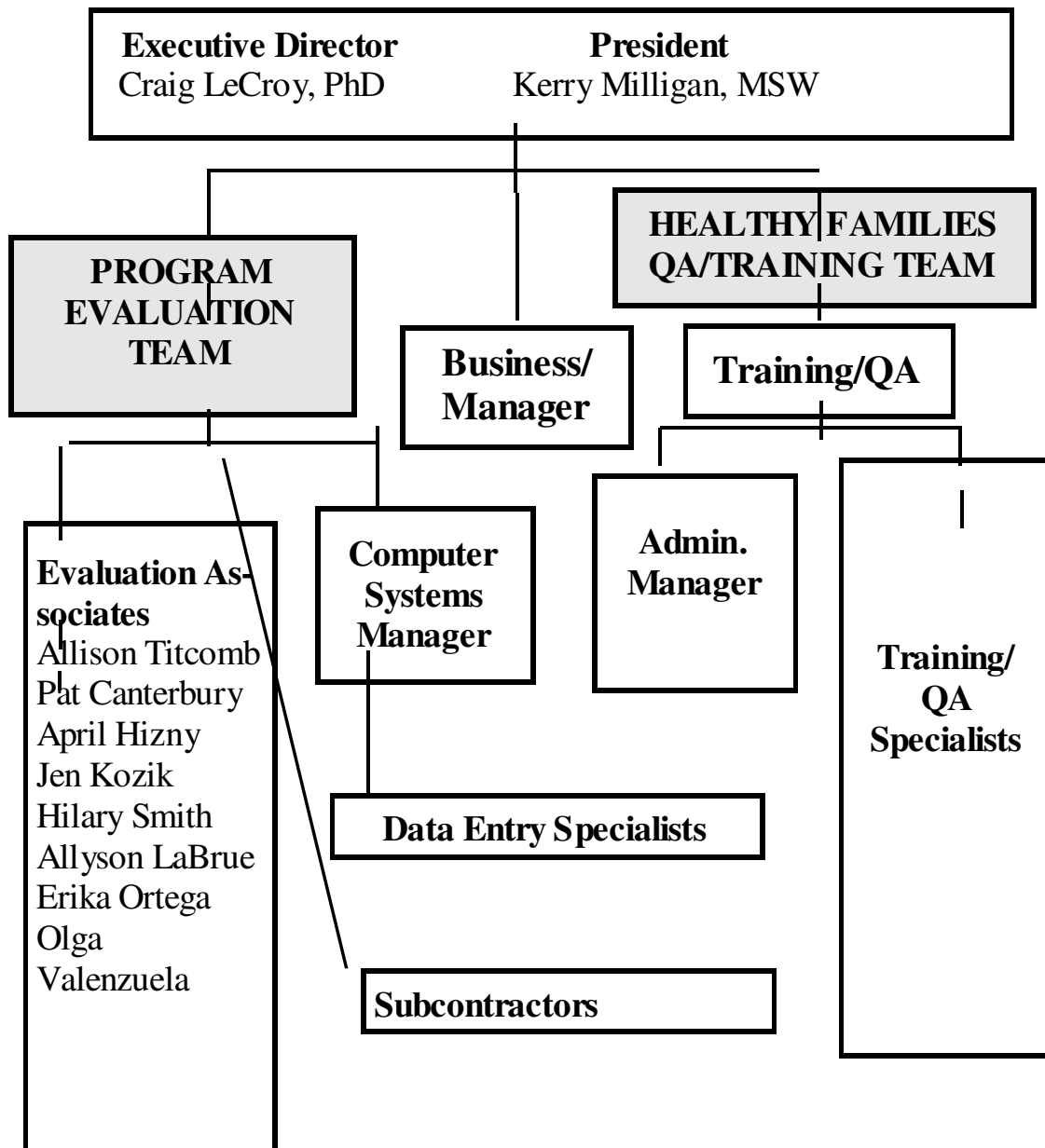
Kerry Milligan, MSSW
Craig LeCroy, Ph.D.
Allison Titcomb, Ph.D.
Pat Canterbury, MPH
April Hizny, BA
Hilary Smith, MA
Cindy Jones BA, MIS
Allyson LaBrue, BA
Erika Ortega, BA
Olga Valenzuela, BA

Potential Subcontractors:

- FMR Associates, Inc. Tucson, Arizona. Founded in 1981, FMR Associates, Inc. specializes in strategic research for the communications industry. We have used them for random-digit dial telephone surveys.
- Judy Krysik, Ph.D.

LeCroy & Milligan Associates, Inc.

ORGANIZATIONAL CHART



Note: The Project team leader is chosen from evaluators for each project, and supervises the project.

Method of Approach—3.2.4. Planning for Organizations

Planning is a broad term with a wide variety of uses. For this proposal we use the term program planning to mean planning with any collection of resources that is geared to accomplish a certain major goal or set of goals. In this way, we refer to the processes we facilitate with individual organizations, municipalities, government entities, etc. to achieve a goal or goals. When providing consultation for planning, LMA focuses on several key guidelines:

- 1) Planning should tie in with strategic planning and strategic thinking. When considering new directions, program improvements or service delivery systems, we assist groups in reviewing the overall values, vision, purpose and goals of the group/organization. In this way, new information and thinking is filtered through a framework of the group's highest values and guiding principles.
- 2) Identify and involve key stakeholders. We assist our client (be it organization, planning group, government agency, etc) to identify individuals that may be helpful in the planning effort, e.g. ,staff, "consumers," funders, directors, advocates, etc.
- 3) Use participatory planning methods. Using a variety of facilitation methods, we assist the group in generating as many perspectives as possible during the planning process.
- 4) Provide relevant data in user-friendly formats. When appropriate or needed, LMA staff provide data derived from evaluation, needs assessments, research literature, and other sources to inform the planning process.
- 5) Encourage a focus on action, results and outcomes. Results and outcomes that focus on solutions, new learning, and changes in skills, knowledge, or conditions benefit not only the customers or consumers external to the planning effort, but also the planning participants by energizing and focusing them. Our experience and expertise in evaluation and logic model processes are used to help planning participants develop key indicators of planning or program success. We often use a logic model process to identify the resources, activities, outputs and outcomes sought by the program or group. Specific focus on short and longer range outcomes is given to assure greater potential for incremental successes.
- 6) Coordinate new plans with existing and older plans and data. For example, if a needs assessment is completed for planning new services for homeless youth, it is beneficial to examine the full history of service structures and plans from past efforts while planning for the future efforts.
- 7) If appropriate, we encourage a group to carry out a "pilot" program to test the feasibility of the plan , program or effort. In other words, we encourage a continuous planning process with opportunities to learn and adapt plans and programs as they are tested.

- 8) Encourage critical review and refinement of plans. We assist the group in defining a plan for monitoring implementation of plans and making changes. If appropriate, we facilitate “program reviews” to assess how well the program or effort is doing. Changes or results that occur as a result of planning should be examined to see if they are indeed useful and beneficial.

Background Information/Work Samples

Examples of projects that involved facilitation of planning processes can be found on our website, www.lecroymilligan.com, for example:

- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Final Evaluation Reports for Arizona Healthy Families*
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children*
- *Executive Summary of the Pima County Juvenile Probation evaluation, 2003*
- *Arizona’s Abstinence Only Program evaluation—Annual reports and executive summaries*
- *Maternal Health Report*